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South-South cooperation

Third cooperation framework for South-South cooperation (2005-2007)

Summary

In response to Executive Board decisions 2003/10 and 2004/32, the third cooperation framework for South-South cooperation (2005-2007) has been formulated in accordance with the mandate of the Special Unit for South-South Cooperation (SSC) of the UNDP and in the light of lessons learned from the implementation of its earlier programmes.

Elements of a decision

The Executive Board may wish to endorse the proposed framework and provide the required resources to implement it fully.

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I. Introduction

1. Further to the reports submitted to the Executive Board at its annual session in June 2004 (DP/2004/26) and its second regular session in September 2004 (DP/CF/SSC/3), the present document details a forward-looking agenda, based on the resources available and those to be mobilized under the second UNDP multi-year funding framework (MYFF) for the period 2004-2007.

2. This strategic framework builds on the two previous frameworks, positioning the work of the Special Unit in the context of a dramatic deepening in recent years of South-South alliances between States, civil society and the private sector. Through this framework, the Special Unit seeks to complement the UNDP global framework in identifying and sharing knowledge and proven approaches to human development, particularly in efforts to meet the Millennium Development Goals (MDGs). To this end, the framework elaborates the context, initiatives and strategy for sharing knowledge, experiences and technology through South-South cooperation.

3. In preparing the present framework, the Special Unit benefited substantively from rich consultations with Member States, UNDP staff members in country offices and at headquarters, development partners, business executives and organizations of the United Nations system. The document also incorporates, to the extent possible, the views expressed by members of the Executive Board at its annual session in June 2004, as well as prior to and during its second regular session in September 2004.

II. Development context

A. New realities and changing fundamentals

4. In recent years, a number of countries in the South have achieved tremendous advances in human development, sometimes under difficult circumstances. They have combined effective policy frameworks with decades of investment in education, science and technology, building world-class capacities and deepening networks of interdependence within and across borders. A common feature in all of the more successful developing countries has been their careful opening up to globalized domains. The performance of these countries in terms of trade, investment and growth has been described as "a quiet transformation" and as producing a "new geography of trade and economics".[1] Countries integrating in a prudent manner are able to foster a greater sense of well-being and security among their populations. The combination of these factors has helped to produce important breakthroughs in poverty reduction and economic growth, supported by innovative responses to a wide range of environmental and social challenges.

5. Nevertheless, performance across the South has been uneven. Many countries, especially least developed countries (LDCs), have experienced alarming reverses in human development, with costs falling disproportionately on the poor in general, and on women, children and minorities in particular. Many of these countries have found it difficult to turn their implicit comparative advantages into tangible benefits that leverage the opportunities offered by globalization. Countries that are beset by

[1] United Nations Conference on Trade and Development, *New Geography of International Trade: South-South Cooperation in an Increasingly Interdependent World* (TD/404).

conflict, health crises and debt, particularly those in Africa, have found it especially difficult to achieve and sustain momentum.

6. In light of the significant gains as well as worrying reverses in human development in the South, the need for South-South cooperation is clearer than ever. Moreover, the emergence of the new geography of trade and economics, coupled with a number of changing fundamentals in the South, holds greater promise for scaling up South-South cooperation with more tangible results.

7. The *first such changing fundamental* is economic. Projections indicate that several countries in the South are poised to make further advances in the coming decades. Indeed, over the next few years, the gross domestic product of developing countries is expected to grow up to twice as fast as that of developed countries. Some developing countries are set to match the economic size and growth, demographics, patterns of global demand and currency movements of the developed economies of today. South-South trade, for example, grew at the rate of 11 per cent annually during the past decade, with trade in services also registering a rise, while Africa's trade with Asia increased from around $6 billion to just under $18 billion. India and the South American Common Market recently established ties to deepen trading opportunities, and China and several African countries have prepared to establish a joint business council to promote mutual trade and joint venture arrangements. These patterns are underlined by investment, transfer of technology and enterprise-level interaction at the regional and interregional levels.

8. The *second changing fundamental* is the availability of a wide range of proven development policy frameworks and institutional, human and technological capacities that could be readily mobilized to help unlock a more dynamic form of South-South cooperation. This is exemplified by the fact that many Southern countries have successfully pursued sustained economic growth, developed effective governance solutions, and made progress in human development and poverty reduction. Years of investment in institution-building and in the education of both women and men have led to the accumulation of a growing stock of expertise and world-class institutions, enabling these countries to take advantage of the opportunities presented in an interconnected global economy. Many other countries in the South have become leaders in information and communication technology (ICT), and network logic is bringing new relevance to formal and informal associations, deepening integration and partnering at the national, regional and international levels.

9. The *third changing fundamental* is the increased sophistication of economic alliances and partnerships between and among States, civil-society organizations and the private sector. The bilateral South-South modalities of the past are being complemented by tripartite match-ups and, beyond this, by multilateral arrangements within and between regions, for example: the African Union, the India Development Initiative, the Smart Partnership linking Malaysia with a number of African countries, and partnerships between Africa and Thailand and between Brazil and the Portuguese-speaking world. The emergence of multi-State groupings such as that amongst India, Brazil and South Africa (IBSA) and the Group of 20 has also advanced the prospects for more inclusive globalization. People-to-people networks and action on the part of civil society and non-governmental organizations (NGOs) are on the increase in both the South and the North, and new configurations of regional solidarity – such as the African Union, the Caribbean Community, the East

African Community and the South Asian Association for Regional Cooperation – are commonplace.

10. These realities and changing fundamentals in the South are helping to reshape the landscape of development cooperation. Developing countries that have recently acquired significant capacity and are willing to share expertise could be mobilized to act as catalysts in their collective efforts to meet the MDGs. This could be achieved through the formation of innovative public-private partnerships and large-scale, demand-driven South-South or triangular initiatives.

B. Lessons from past cooperation

11. The present framework has been formulated on the basis of recommendations issuing from the evaluations of the two earlier frameworks and suggestions made to the Special Unit during the course of consultations with members of the Executive Board, representatives of LDCs and pivotal countries, UNDP bureaux and units, private-sector business leaders, the United Nations Conference on Trade and Development and other partners. It also responds to lessons learned from the implementation of the two earlier frameworks as well as from the trends mentioned above, underscoring the need to:

12. *Use advocacy as a valuable tool for the effective promotion of South-South cooperation.* An evaluation conducted in 1998 stressed the value of advocacy in the promotion of South-South cooperation. It noted that the Special Unit had successfully launched vigorous promotional campaigns, meetings, workshops and seminars to foster the basic concepts, principles and objectives of the Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries (TCDC). The second evaluation supported that finding, also indicating the need for the Special Unit to encourage other bureaux and units of UNDP, and other organizations of the United Nations system, to apply a South-South approach to their various programmes. By leveraging the resources of the United Nations system in this way, the Special Unit would be able to share the knowledge and experience resulting from these programmes.

13. *Support initiatives with demonstrable results to showcase the sustained relevance of South-South cooperation.* The first evaluation indicated that many developing countries had expressed the need for grounding South-South collaboration in practical initiatives that would have a visible development impact. The Special Unit recognized the need to provide information on opportunities for South-to-South exchanges; bring parties together to deepen their understanding of the benefits of collaborating to address shared development challenges; and organize meetings to reach agreements on joint programmes.

14. *Harness the potential of regional institutions in the South.* Analysis carried out by the Special Unit on trends in South-South cooperation in recent years showed that the need for a critical mass of resources and expertise to address pressing development challenges has motivated a number of developing countries to form subregional, regional and/or interregional alliances, many of which have established world-class institutions to further their development objectives. The evaluation of the second cooperation framework, citing the West Africa Rice Development Association (WARDA), with which the Special Unit successfully partnered in the development of new rice varieties known as NERICA, recommended that the Special Unit work more closely with institutions and centres of excellence in the South to harness their expertise.

15. *Move South-South cooperation beyond government-to-government alliances to involve civil society and the private sector.* As a number of developing countries that were once producers of primary raw materials become leading manufacturers and exporters of sophisticated goods and services, South-South cooperation needs to reflect this new reality. In 2003, the High-level Committee on the Review of Technical Cooperation among Developing Countries (now known as the High-level Committee on the Review of South-South Cooperation) indicated the need for South-South cooperation to move beyond government alliances to involve key players in the private sector. Analysis of recent trends in South-South cooperation by the Special Unit has also revealed the need for broad partnerships that involve government, the private sector and civil society.

16. *Look to triangular partnerships for much-needed complementary resources.* According to the evaluation of the NERICA programme, the process of developing NERICA rice has resulted in the formation of a complex network of actors that illustrates a new model of collaboration for development: triangular cooperation. The initial network of researchers in Africa, Asia, the Americas and Europe reached out progressively to link laboratory work to a larger network that shared information on the activities of rice farmers and extension field workers. This triangular arrangement – which is replicable – demonstrates how partners in the North, including individual experts and institutions, can work effectively with partners in the South to address such pressing needs as the reduction of hunger and poverty. The experience of the Special Unit shows that triangular cooperation is most successful when developing countries demonstrate commitment to their development goals by partially funding the programmes for which they seek donor assistance.

17. *Build on the differentiation among developing countries to strengthen the potential for South-South cooperation.* The development gains achieved by developing countries suggest that opportunities for South-South cooperation have improved radically as an increasing number of developing countries have become sources of sophisticated goods and services. The New Directions Strategy for TCDC took note of these gains and suggested that countries with special capacities be identified, with a view to their playing a pivotal role in advancing South-South cooperation. Such countries are referred to as pivotal countries in the present document.

18. *Expand the frontier of South-South cooperation through focused networks.* While noting that the second cooperation framework emphasized the development of networks to promote the sharing of knowledge and experience among developing countries, the evaluation of that framework highlighted the need to define the parameters of such cooperation and suggested that the Special Unit focus its networking activities on the UNDP practice areas, in line with the MDGs.

19. *Operationalize South-South cooperation as a driver of development effectiveness in the MYFF.* During its second regular session 2004, the Executive Board decided that South-South cooperation should be considered a driver of development effectiveness and be incorporated into the MYFF (2004/32). In addition, the Monterrey Consensus (21-22 March 2002) identified areas in which South-South cooperation could make a contribution, especially with regard to the development of the capacities of developing countries and countries with economies in transition to meet the MDGs.

20. *Link South-South initiatives to programmes supported by UNDP and other organizations of the United Nations system.* The evaluation of the second cooperation framework suggested that one way to overcome resource constraints would be to link the work of the Special Unit to other initiatives at the subregional, regional and interregional levels supported by UNDP and other organizations of the United Nations system. The evaluation noted that this approach would help to mainstream South-South cooperation into the practice areas supported under the MYFF.

III. The cooperation framework

A. Strategic considerations

21. The present cooperation framework is designed to respond to the emerging trends and changing fundamentals in Southern development. Particular attention has been paid to the needs expressed and priorities shared by the LDCs, the small island developing States (SIDS) and the landlocked developing countries. In defining a niche where South-South cooperation can make a significant contribution to development, special consideration in formulating the current framework has been given to the following factors:

(a) In keeping with its mandate, the Special Unit will continue to support developing countries in addressing issues of common concern among themselves and in multilateral settings so as to accelerate development through South-South approaches. These include support to South-South policy dialogue and follow-up actions to the South Summit; the Marrakech High-level Conference on South-South Cooperation; the Dubai South-South High-level Conference on Science and Technology; the Monterrey Consensus; the Brussels Programme of Action for the Least Developed Countries; the Barbados Programme of Action for the Sustainable Development of Small Island Developing States; the World Summit on Sustainable Development; the Doha High-level Forum on Trade and Investment; the San José South-South Conference on Trade, Finance and Investment; and other major United Nations conferences, in addition to providing substantive support to the High-level Committee on the Review of South-South Cooperation.

(b) Rather than simply supporting ad hoc forums and conferences that are relevant to South-South cooperation, the new framework will place greater emphasis on establishing or strengthening self-sustaining mechanisms and platforms. These mechanisms would enable the South to form more dynamic, inclusive partnerships for development among the actors in government, civil society and the private sector, and to launch innovative, demand-driven and MDG-focused initiatives designed to benefit a large number of developing countries with concrete results on the ground.

(c) The Special Unit needs to become a South-South knowledge management centre, complementing and linking with the global knowledge systems of UNDP as well as those of the United Nations organizations, developing countries and donor organizations. Special efforts will be made to provide a common platform that allows these partners to develop their rosters of Southern experts, to generate and disseminate Southern best practices and solutions in achieving the MDGs, and to expand networking with Southern knowledge institutions and centres of excellence.

B. Key elements of the cooperation framework

22. In keeping with the above strategic considerations, three policy and operational support platforms will form the main building blocks of the new framework. These are: (a) a platform to support policy dialogue and follow-up to major intergovernmental conferences, with a particular emphasis on mainstreaming South-South cooperation as a driver of development effectiveness; (b) a platform to help to create an enabling environment and public-private partnership mechanisms for sustained intra-South business collaboration and technology exchanges; and (c) a platform to support a more robust, South-specific system for managing and sharing development knowledge.

Platform one: Policy development, research, dialogue and mainstreaming

23. This platform will be designed to support effective South-South policies through dialogue backed by analytical research and trend analysis, with a strong emphasis on mainstreaming South-South cooperation as a driver of development effectiveness within UNDP and across the United Nations system.

Policy development

24. As part of its core functions, the Special Unit will promote the implementation of the Buenos Aires Plan of Action on TCDC through advocacy and will facilitate the formulation of policies needed to advance South-South cooperation. It aims to adopt a more proactive approach in carrying out these functions. Through its role as the coordinator of South-South cooperation in the United Nations system, the Special Unit proposes to assist developing countries in establishing mechanisms for the development and effective implementation of South-South policies and action plans. This will respond to the observations in recent reports of the Secretary-General on the state of South-South cooperation indicating that many agreements reached for cooperation among developing countries have not been implemented.

Support to policy dialogue

25. The Special Unit will continue to serve intergovernmental bodies, particularly the High-level Committee on the Review of South-South Cooperation, as well groups of developing countries in carrying out dialogue and discussions highlighting emerging trends and policy options in South-South cooperation. Accordingly, the Special Unit will assist developing countries in organizing events for building their capacity for effective participation and negotiation in global forums. It will also bring together developing countries and their partners to discuss South-South strategies for advancing internationally agreed development goals, including the MDGs. Specific technical assistance will be provided in facilitating dialogue in the follow-up to the recommendations of the first South Summit held in 2000, the 2003 Marrakech High-level Conference on South-South Cooperation and the second South Summit scheduled to take place in 2005.

Research

26. In its capacity as substantive secretariat of the General Assembly High-level Committee on the Review of South-South Cooperation, the Special Unit will seek to align goals pursued under the Buenos Aires Plan of Action, the New Directions Strategy for TCDC, and similar South-South policy frameworks with current efforts to meet the MDGs. To this end, it will build on its prior work in publishing the journal, Cooperation South, to support more comprehensive research and analysis of

all aspects of South-South cooperation. It will do so by pooling, synthesizing and disseminating the work produced on South-South issues by other United Nations organizations; international NGOs such as the Third World Academy of Sciences, the Third World Network of Scientific Organizations and the World Trade University; leading research and development institutions; 'think tanks' and institutions of higher learning in the North and the South; and other centres of excellence in the South. This function will facilitate strategic forecasting, trend analysis, monitoring and enhanced reporting to United Nations intergovernmental bodies and, more broadly, to the international development community. In this connection, it is proposed that a biannual report on South-South cooperation be produced to present a regular analytical review of the most significant achievements as well as emerging issues and opportunities.

Mainstreaming South-South cooperation

27. A number of initiatives carried out by the Special Unit under this programme will be designed specifically in response to various decisions of the High-level Committee regarding the need to bring South-South cooperation to the centre in the work of UNDP and other organizations of the United Nations system.[2] The same activities will aim to implement the decision of the Executive Board (at its second regular session 2004) to include South-South cooperation among the drivers of development effectiveness in the MYFF. The Special Unit will adopt a four-pronged approach to advance the mainstreaming of South-South cooperation:

(a) Dialogue with stakeholders within and outside UNDP on how best to mainstream South-South cooperation;

(b) Influence the strategies and policies shaping international development cooperation in UNDP and other organizations of the United Nations system;

(c) Provide inputs to the instruments and tools used by the organizations of the United Nations system in respect to programming, monitoring, evaluation, oversight and reporting to intergovernmental bodies; and

(d) Provide advisory services to governments wishing to formulate policies on South-South cooperation, as well as to UNDP country offices, other organizations of the United Nations system and Southern institutions requiring guidance in advancing such cooperation.

28. Mainstreaming activities will involve the preparation of:

(a) Programming instruments that include methodologies and information on various models of South-South programmes such as triangular cooperation and the steps taken in organizing capacity and needs matching exercises;

(b) Oversight instruments consisting of clear guidelines on how to include South-South cooperation in key programming documents of the United Nation system, including country cooperation frameworks, common country assessments, the UNDP Global Programme, United Nations Development Assistance Frameworks and Poverty Reduction Strategy Papers;

(c) Reports of the Administrator submitted to the High-level Committee on the Review of South-South Cooperation, indicating compliance by organizations of the United Nations system with the Guidelines for the Review of Policies

[2] See A/58/39, annex I and A/56/39, annex I.

and Procedures Concerning South-South Cooperation (TCDC/13/3). The guidelines, which include a common results framework, were approved by the High-level Committee and the General Assembly in 2003;

(d) Monitoring and evaluation tools such as those used to ensure transparency and accountability in keeping with the MYFF;

(e) Educational and training instruments, including training manuals and courses for integration into the UNDP Virtual Development Academy. Other courses would also be prepared targeting various groups such as Junior Professional Officers and national focal points for South-South cooperation; and

(f) Promotional materials, including videos, brochures and booklets, to be disseminated by the staff of the Special Unit at various events, including meetings, workshops and conferences.

Platform two: Creation of an enabling environment and mechanisms for expanded South-South business cooperation and technology exchanges for poverty reduction

29. This platform will be designed to help to create an enabling environment for private-sector development and cooperation in the South. To reinforce rather than duplicate the work of UNCTAD with respect to economic cooperation among developing countries (ECDC), emphasis will be placed on nurturing and facilitating South-South public-sector-supported and market-based mechanisms for more viable South-South entrepreneurship development, business-to-business linkages, technology exchanges and networking among Southern small and medium-sized enterprises (SMEs). The purpose of these efforts is to create jobs, generate income and reduce poverty, especially for women, the poor and the vulnerable.

Creating an environment conducive to South-South entrepreneurship development, private-sector cooperation and technology exchanges for poverty reduction

30. Given the strategic institutional role of UNDP, the new framework will support dialogue between the public and private sectors on market reform, privatization, development of SMEs, technology exchanges, financial-sector development and the government's role in and support for the private sector. The aim is to create and nurture an environment conducive to promoting intra-South entrepreneurship development, private-sector collaboration, joint venture arrangements and technology exchanges for achieving the MDGs through initiatives supported by the government and led by the business community.

31. The Special Unit will work in partnership with public-sector authorities, business associations and business leaders in both the developing and developed countries that express a keen interest in and readiness to support such collective initiatives. The ultimate goal of this initiative is to create the enabling policy and market environment for increased intra-South trade and investment flows, especially to Africa, through joint venture arrangements and technology exchanges. The emphasis on Africa calls for working closely with the African Union, the Economic Commission for Africa, the secretariat of the New Partnership for Africa's Development (NEPAD) and other development partners.

Facilitating business-to-business linkages and intra-South technology exchange mechanisms

32. The emergence of strong private sectors in several countries of the South provides ample opportunity for the Special Unit to continue to support efforts aimed at establishing common norms and market-driven mechanisms to support interregional business-to-business collaboration, joint ventures and technology exchanges among developing countries.

33. The Special Unit will continue to support the Africa-Asia Business Forum, with the financial support from the Government of Japan. Efforts in this area will be made to transform the forum from an event-driven initiative into a self-sustaining, economically viable process of generating business and investment in developing countries, especially in the LDCs and in Africa. The new focus will be more on results in the form of actual investments undertaken or enterprise-to-enterprise transfers of technology in a win-win business model, extending the business participation beyond Asia and Africa to the Arab States and Latin America and the Caribbean regions and the countries of the Commonwealth of Independent States.

34. Initially, agro-based industry and food processing will be among the targeted sectors or areas of focus under this initiative. Other areas will include popularizing high-yielding and disease-resistant rice varieties such as NERICA; effective use of natural resources and renewable energy; the pharmaceutical industry, especially with respect to the production of anti-retroviral drugs and traditional medicine; safe drinking water and sanitation; and ICTs. Efforts will also be made to increase the participation of businesswomen in such exchanges.

Promotion of networking among SMEs in Africa, the Arab States, Latin America and the Caribbean, and the countries of the Commonwealth of Independent States

35. A current programme to promote the role of SMEs in development also has the potential to advance private-sector development. During the course of the second cooperation framework, the Special Unit drew lessons from a network of SMEs in Asia, the Asian Network for Industrial Information and Extension (TECHNONET ASIA) to establish a similar network in Africa, known as TECHNONET AFRICA. Under the third cooperation framework, it will support institutional capacity building and a platform to facilitate networking among SMEs in the Arab States, Asia and the Pacific, and Latin America and the Caribbean regions and the countries of the Commonwealth of Independent States.

36. This initiative will contribute to increased collaboration among SMEs at the subregional, regional and interregional levels. It will involve a broad range of partners, including the African Development Bank; the Asian Development Bank; the Inter-American Development Bank; the Japan International Cooperation Agency; and the United Nations Industrial Development Organization, as well as the UNDP regional bureaux.

Platform three: Fostering the sharing of Southern development knowledge and solutions

37. This platform will be designed to support three interactive corporate domains, with associated initiatives, for managing and sharing Southern-specific knowledge and expertise in development. These are: (a) a global hub for networking with and among Southern centres of excellence; (b) a uniform roster system for Southern

experts and expertise; and (c) an interactive system for generating and disseminating best practices and proven development solutions.

A global hub for networking with and among Southern centres of excellence

38. Under this initiative, the Special Unit plans to go beyond its traditional role of fostering government-to-government partnerships in order to provide a South-South global hub for results-oriented collaboration and online networking among Southern development institutions and centres of excellence. The aim is for the Special Unit to serve as a nerve centre enabling regional and subregional groupings, regional development banks, foundations, civil-society organizations, universities, research centres, multilateral organizations, donor agencies and other Southern centres of excellence to:

(a) Share information on South-South initiatives around the world, including challenges, best practices and achievements; and

(b) Design, implement and evaluate South-South programmes for subregional, regional and interregional cooperation contributing to meeting the MDGs.

39. Through these arrangements, the Special Unit will broker exchanges among various entities in the developing world wishing to collaborate on a South-South basis in areas critical to meeting the MDGs, including combating HIV/AIDS; environment and energy; disaster management; governance; education; cultural exchanges; gender; post-conflict recovery; and poverty reduction, as well as South-South cooperation in science and technology for poverty reduction.

40. To this end, the Special Unit will use the convening power of UNDP to play a catalytic role in bringing parties together online or through meetings and conferences to work out collaborative arrangements. However, the priorities, exact nature of programmes and the financial resources to implement them will be decided by participating partners, who will also bring their expertise to bear in the course of designing and implementing the programmes. In facilitating these exchanges, the Special Unit will work very closely with the UNDP country offices, regional service centres and similar entities of other United Nations organizations and agencies.

A uniform roster system for Southern experts and expertise

41. This initiative will complement the knowledge system of the Global Cooperation Framework by offering a South-specific knowledge system to UNDP, United Nations organizations and all other development partners for the generation, compilation and dissemination of, as well as access to, South-specific best practices and proven development solutions that are the most relevant to the achievement of the MDGs.

42. The initial focus will be on Southern best practices and proven development solutions in poverty eradication, combating HIV/AIDS, capacity-building to mitigate the impact of climate change, especially with respect to SIDS; anti-corruption and governance, including e-governance and effective management of electoral processes; crisis prevention and post-conflict recovery and reconstruction; the innovative use of remittances and mobilization of expatriate communities as sources for sustainable livelihoods and hometown development; and sound social policies, including gender-sensitive social policies, pension reform and social security.

43. The Special Unit will promote cultural exchanges and continue to produce its series, *Sharing Innovative Experiences*, as a useful resource for learning and information sharing.

An interactive system for generating and disseminating best practices and proven development solutions

44. This initiative will aim to provide the UNDP corporate knowledge system with a unique, uniform roster domain for managing and publicizing Southern experts and expertise for possible use by UNDP global, regional and country programmes and by programme country governments, United Nations organizations and donor agencies in designing and implementing development projects. The UNDP Bureau for Development Policy and the Bureau for Crisis Prevention and Recovery, as well as the United Nations Development Group Office, are already using this domain to develop their own rosters of experts. The regional centre in Bratislava is in the process of installing the roster domain with information regarding experts in the countries of Eastern Europe and the Commonwealth of Independent States.

45. Special efforts are being made to assist SIDS in compiling and posting their roster of experts on the Web of Information for Development (WIDE). The plan is to make the roster domain with information on experts available to all UNDP regional service centres, subregional resource facilities (SURFs) and country offices. To the extent possible, it would be made available to other organizations and development partners expressing a keen interest in taking advantage of the roster system to manage and publicize their Southern expertise and experts available to undertake various development tasks.

Other emerging priorities

46. In the course of implementing the third cooperation framework, the Special Unit will make every effort to respond to the emerging needs of LDCs as it facilitates South-South exchanges. This service stems from recent experience whereby a number of countries in Asia and Latin America have expressed interest in initiating South-South collaboration, particularly with Africa. The present document is therefore intended to serve as a live, dynamic framework, allowing the incorporation of other emerging priorities for South-South cooperation as expressed by governments and institutions in the South. Programme development along these lines will reflect the interests and needs of developing countries as they emerge, as well as the resources available to meet those needs.

C. Implementation strategy

47. Based on the lessons learned from past experience, the Special Unit for South-South Cooperation will support the efforts of developing countries to meet the MDGs by catalysing and facilitating or brokering exchanges among them. These efforts will focus on areas where countries at risk of not meeting the MDGs can advance their development through mutually beneficial collaboration with countries that have achieved rapid economic growth and have reduced poverty. The strategy for the implementation of the new cooperation framework has six key elements.

Establish three flagship programmes to accelerate South-South cooperation

48. Three major flagship programmes will be formulated, taking advantage of the new fundamentals of South-South cooperation, to accelerate South-South collaboration in the pursuit of meeting the MDGs. Each programme will consist of sub-programmes designed to support specific activities in the following areas:

policy development; strategic research and dialogue; South-South exchanges on private-sector development; and exchanges of knowledge and technology.

Assist countries to develop policies and mobilize global support for South-South cooperation

49. The Special Unit will strengthen its global advocacy for South-South cooperation through more effective monitoring, analytical research and reporting on trends and opportunities in this approach to international cooperation for development. Reports, studies and other materials resulting from this effort will be disseminated among organizations of the United Nations system as well as partners in government, civil society and the private sector. They will also feed into the forums that the Special Unit will organize for South-South dialogue and deliberations on South-South policies and practices. In addition, they will inform reports to such intergovernmental bodies as the High-level Committee, the Economic and Social Council, the General Assembly and the Executive Board.

Strengthen collaboration with other UNDP bureaux and units, country offices and regional centres

50. The Special Unit will strengthen cooperation with other UNDP bureaux and units, country offices and regional centres by seeking to ensure that their programmes benefit from the growing number of experts and world-class institutions in various parts of the South so as to generate a much greater impact. To bring a South-South dimension to regional programmes, regional centres will include outposted Special Unit staff, who will provide the centres with the substantive support needed in shaping the South-South cooperation components of regional and country programmes. These regional coordinators will catalyse, facilitate and support South-South cooperation programmes and other activities in the sub-regions and regions where they are posted. They will liaise with subregional and regional groupings and have the flexibility to partner with the agencies of developed countries that operate at the national and regional levels.

Strengthen partnerships with governments, civil society and the private sector, as well as with organizations of the United Nations system, to generate more effective impact

51. To generate greater development impact, partnerships will be extended to governments, civil society, academia and the private sector in both developing and developed countries. In particular, triangular partnerships will be expanded to include partners in a larger number of donor countries. Partnerships involving other organizations of the United Nations system will be strengthened with a view to accelerating implementation of the Guidelines on the Review of Policies and Procedures Concerning South-South Cooperation. The High-level Committee and the General Assembly approved these guidelines in 2003.

Establish intraregional and interregional mechanisms to ensure the smooth implementation of the South-South Programme

52. To ensure the smooth implementation of South-South exchanges, effective mechanisms will be established to operationalize intraregional initiatives, linking them to interregional exchanges where applicable. To this end, efforts will be made to work closely with regional institutions and other centres of excellence in the South. This will catalyse South-South support for such regional programmes as NEPAD and interregional exchanges such as IBSA, as well as the programmes of

regional groupings such as the African Union, the Gulf Coordination Council and the Rio Group.

Remodel and expand the capacity of WIDE to provide an online venue enabling partners and other users to interact and exchange knowledge and information

53. WIDE will be expanded to be better equipped to facilitate interaction for the exchange of knowledge and information within a broad networking community. The programme activities of the Special Unit will be uploaded into WIDE to ensure transparency and knowledge-sharing with respect to ongoing activities.

IV. Management arrangements

A. Programme management

54. The Special Unit will be restructured and capacities built to enable the implementation of the present framework. It will work in internally matrixed arrangements with UNDP country offices, regional centres and headquarters to ensure its implementation. In accordance with the mainstreaming priorities of the framework, the Special Unit will contribute to UNDP decision-making and substantive forums to optimize the application of South-South arrangements.

55. South-South initiatives are to be owned and pursued, in the first instance, by a broad base of actors with the resources, expertise and political will to pursue intended outcomes. The partnering function of the Special Unit is central to the success of this framework, both for the pursuit of results and to mobilize resources and stimulate the next generation of South-South initiatives. The Special Unit will collaborate with centres of excellence in the South and other partners from the state, civil society and the private sector, together with the United Nations system, to formulate and implement programmes under the framework. Technical and substantive backstopping will be the responsibility of the Special Unit, working with UNDP country offices, regional centres and headquarters-based services.

56. To gauge the organizational effectiveness of the Special Unit, the implementation of the framework will be subject to mid-term and final reviews.

B. Resource mobilization targets

57. The resource mobilization targets for the period 2005-2007 are:

Source	Amount *(in thousands of dollars)*
UNDP regular resources	
Estimated carryover into 2005	2,500
TRAC line 1.5	14,000
Subtotal	16,500
Other resources	
South-South Cooperation Trust Fund	5,000
Third-party cost-sharing	6,000
Subtotal	11,000
Total	27,500

58. A strategy for the mobilization of additional resources will be developed following the endorsement of the present framework. It will be based on concrete initiatives designed in partnership with developing countries, institutions and centres of excellence in the South and the North, organizations of the United Nations system, donor agencies and other partners.

IV. Conclusion

59. The present document describes the strategy and directions for scaling up and mainstreaming South-South cooperation and provides a framework for the use of resources to achieve results. It is envisaged that the Special Unit will add a South-South dimension to the efforts of UNDP and other organizations of the United Nations system aimed at meeting the MDGs. This will be accomplished by, among other things, catalysing systematic and increased exchanges of knowledge, experiences and technology among developing countries; drawing on the capacities and expertise of nations that have succeeded in accelerating economic growth; reducing poverty; and achieving other aspects of the MDGs.

Annex. Results and resources framework, 2005-2007

Platform 1. Policy development, dialogue, research and mainstreaming				
Outcome	**Output**	**Partners**	**Indicative resources (in millions of dollars)**	
			Core	**Other**
1. South-South policies developed and mechanisms for their effective implementation established *Indicator:* Number of countries with explicit South-South policies and mechanisms in place	• Forums to ensure the inclusion of South-South cooperation in national, subregional and regional cooperation plans organized for heads of departments or agencies for international cooperation • Participation by agencies for international cooperation, subregional groupings, research institutions and institutions of higher learning in forums to formulate mechanisms for the implementation of existing South-South action plans and to collaborate on meeting MDGs • Peer review of the implementation of South-South action plans and the resolutions of various intergovernmental bodies in regard to South-South cooperation through forums • Advisory services on the policy formulation of South-South cooperation provided by the Special Unit to developing countries upon request	Civil society organizations; governments of developing countries; foundations; institutions of higher learning; policy research centres; regional organizations; 'think tanks'; and UNDP bureaux, units and country offices	34%	20%
2. Goals to be pursued through South-South cooperation articulated as a result of South-South informed policy dialogue *Indicator:* Number of partnerships pursuing agreed-upon goals through South-South cooperation	• Reports prepared and submitted by the Special Unit to the High-level Committee as a basis for formulation of informed policies on South-South cooperation • Assistance provided by the Special Unit to developing countries and national and regional institutions and centres of excellence in the South in organizing events for South-South dialogue on internationally agreed development goals, including the MDGs • Assistance provided to developing countries by the Special Unit in the follow-up to decisions by major South-South forums	Donor agencies; foundations; governments of developing countries; institutions of higher learning; international NGOs; private-sector organizations; sub-regional and regional organizations; UNDP bureaux; units and country offices; and the United Nations Office for Project Services (UNOPS)	4.8	2.2
3. Factual information and analysis provided to the United Nations development community and others on the contribution of South-South cooperation to efforts towards meeting the MDGs *Indicator:* Factual information and data on South-South cooperation effectively used in policy development and South-South dialogue on the MDGs	• South-South cooperation research team organized • Comprehensive research and analysis undertaken on aspects of South-South cooperation contributing to achievement of the MDGs • Reports and other publications on South-South cooperation produced as inputs to United Nations and other intergovernmental deliberations • Publication of the journal *Cooperation South*	Donor agencies; foundations; governments of developing countries; international NGOs and other international organizations; research institutions; sub-regional and regional organizations; 'think tanks'; UNDP bureaux, units and country offices; universities; UNOPS and other United Nations organizations		

4. Mainstreaming South-South cooperation in the work of UNDP and other United Nations organizations *Indicators*: Number of Southern institutions, experts and goods and services of the South included in the programmes of United Nations organizations and others in the development community Number of examples of South-South cooperation in the MYFF report	• South-South cooperation stipulated in key programming manuals and programme documents of organizations of the United Nations system • Participation of the Special Unit in multilateral processes to ensure inclusion of South-South cooperation in key policy instruments and action plans • Staff of United Nations organizations trained with respect to South-South cooperation concept and methodologies as well as the system-wide guidelines on South-South cooperation • Staff of key partners, including LDCs and pivotal countries, trained in management of South-South programmes • South-South cooperation monitored and reflected in evaluation of the MYFF • Advisory services on the methodologies of South-South cooperation provided to United Nations organizations, UNDP country offices and other organizations upon request • Capacity- and needs-matching exercises organized • South-South focal points in UNDP bureaux/units and in departments of other organizations of the United Nations system strengthened	Agencies/units of developing countries including national focal points for South-South cooperation; the Development Assistance Committee secretariat; donor agencies; foundations; governments of developing countries; institutions/departments for international cooperation; selected universities; UNDP bureaux/units and country offices; UNOPS and other United Nations organizations		

Platform 2. Creating an enabling environment and mechanisms for expanded South-South business

Outcomes	Outputs	Partners	Indicative resources (in millions of dollars)	
			Core	Other
1. Standards and regulatory frameworks conducive to improving trade, investment and technology exchanges in the South created or strengthened *Indicator* Number of developing countries that enter into and implement agreements for South-South trade, investment and technology exchanges	• Feasibility studies conducted and discussed at South-South forums to improve terms and conditions for trade, investment and technology exchanges • Peer reviews organized to assess compliance with established standards and frameworks for South-South trade, investment and technology exchanges •	The African Union; departments or agencies for trade and investment; the Economic and Social Commission for Asia and the Pacific (ESCAP); the Economic Commission for Africa (ECA); the Economic Commission for Latin America and the Caribbean (ECLAC); the Economic Community of West African States (ECOWAS); industrial associations; the International Trade Centre; NEPAD; research institutions; think tanks; UNDP bureaux, units and country offices; universities; the United Nations Commission for Trade and Development (UNCTAD); and the United Nations Industrial Development Organization (UNIDO)	30% 4.3	40% 4.4
2. Business-to-business linkages through subregional, regional and interregional exchanges facilitated *Indicator* Number of forums organized; Number of deals reached for South-South trade, investment and technological exchanges	• Business forums organized and extended beyond Asia and Africa to include the Arab States, countries of the Commonwealth of Independent States, and Latin America • Follow-up mechanisms for the Business Forum established at national, regional and global levels focusing on concrete investments made • Business forums linked with other existing networks, e.g., ITC, UNCTAD, UNIDO, Africa-Asia Chamber of Commerce and other institutions to support the promotion of trade and investment • Government-supported and market-driven mechanisms for South-South technology exchanges established	The African Development Bank (ADB); business leaders in Africa, Arab States, Asia, the CIS and Latin America; the Africa Round Table; the African Union; the Arab Development Fund; the Asian Development Bank (AsDB); the Inter-American Development Bank (IDB); the Inter-national Finance Corporation (IFC); institutions engaged in trade and investment promotion the Islamic Development Bank (IsDB); the Inter-national Trade Centre (ITC); UNCTAD; UNDP bureaux, units and country offices; and UNIDO		
3. Networking among SMEs in Africa, Asia, the Arab States, Latin America, and CIS countries promoted Indicator Number of network participants in SME development arrangements expanded beyond Africa and Asia to include Arab States, CIS countries and Latin America	• Regional TECHNONET Asia, Africa, Arab States, CIS and Latin America established and linked through global TECHNONET Network • Policy-makers on SME development exposed to best practices in other countries and regions • Policy and institutional reforms on SME development implemented in developing countries through public-private partnerships • Information exchange mechanism established through the WIDE system in collaboration with institutions that promote SMEs around the world	Bilateral donor agencies; chambers of commerce and industry; community-based organizations; economic commissions; industrial associations; ministries of finance in developing countries; ministries of industry and commerce; NEPAD; NGOs; TECHNONET; UNDP bureaux and country offices; and other United Nations organizations		

Platform 3. Fostering the sharing of Southern development knowledge and solutions cooperation and technology exchanges for poverty reduction

Outcomes	Outputs	Partners	Indicative resources (in millions of dollars)	
			Core	Other
1. Institutional linkages established for sharing and exchange of knowledge, information and development solutions leading to joint South-South initiatives among institutions, regional groupings and centres of excellence in the South *Indicators:* Types and number of linkages established Number of partnerships and joint initiatives involving organizations and centres of excellence in the South	• Sub-regional development institutions and centres of excellence in the South linked with one another for the purpose of collaboration in areas such as poverty reduction, HIV/AIDS, climate change, anti-corruption and governance, crisis prevention and post-conflict recovery and reconstruction, innovative use of remittances, and gender-sensitive social policies • WIDE extensively utilized as one of the key platforms for institutional linkages and exchanges in the South	• Sub-regional development institutions, including the Asian Development Bank (AsDB); ADB; the Association of South-East Asian Nations (ASEAN); the East African Community (EAC); ECA; ECLAC; ECOWAS; the Economic and Social Commission for Asia and the Pacific (ESCAP); the Global Environment Facility (GEF); IDB; the Inter-American Centre for Labour Administration (CIAT); international NGOs; IsDB; NEPAD; non-profit foundations; the South American Common Market (MERCOSUR); the Southern Asian Regional Cooperation programme (SARC); the Latin American Economic System (SELA); the Southern African Development Community (SADC); UNDP bureaux; regional service centres; country offices; other United Nations organizations; and the West Africa Rice Development Association (WARDA)	36%	40%
2. Widely replicable best practices and development solutions generated in some countries of the South shared *Indicator:* Number of replicable best practices actually replicated or adapted in other developing countries	• Mechanisms established to facilitate the replication or adaptation of proven South-specific best practices and proven development solutions in areas such as poverty reduction; HIV/AIDS; climate change; anti-corruption and governance; crisis prevention; post-conflict recovery and reconstruction; the innovative use of remittances; and gender-sensitive social policies • Policy-makers and development experts sensitized with respect to available South-specific best practices and development solutions through workshops, seminars and online communication • Capacities for the identification, codification and dissemination of best practices and development solutions built among staff of participating institutions through learning and training events	Sub-regional development institutions, including ADB; AfDB; ASEAN; CIAT; CPACC; EAC; ECA; ECLAC; ECOWAS; ESCAP; GEF; IDB; international NGOs; IsDB; MERCOSUR; NEPAD; non-profit foundations; private financing institutions; regional service centres; SADC; SARC; SELA; UNDP bureaux and country offices; other United Nations organizations; and WARDA	5.1	4.4
3. Information on experts and world-class institutions in the South shared through compilation of rosters and other tools *Indicator:* Number of networks participating in WIDE-based South-South knowledge sharing increased	• Rosters of experts and institutions compiled and made accessible to bureaux and units of UNDP, country offices, developing countries and other interested parties • Mapping of good practices in South-South cooperation undertaken • Good practices mapped and uploaded into WIDE • Development best practices and development solutions compiled and disseminated	Subregional development institutions; including ADB; AfDB; agencies and ministries of developing countries; ASEAN; bilateral donors; CIAT; CPACC; EAC; ECA; ECLAC; ECOWAS; ESCAP; GEF; IDB; international NGOs; IsDB; MERCOSUR; NEPAD; non-profit foundations; private financing institutions; regional service centres; SADC; SARC; SELA; UNDP bureaux and country offices; other United Nations organizations; and WARDA		